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1. Purpose. Per the references, this manual publishes basic guidance, policies, and procedures for the processing of Joint Actions within the Marine Corps.
2. Cancellation. MCO P5216.21.
3. Background. This manual was written to provide policy, procedural instructions, and general information to guide officers in meeting their responsibilities for completing Joint Actions.
4. Summary of Revision. Per the references, this revision reflects Joint and Marine Corps organizational, policy, and procedural changes and clarifies duties and responsibilities of those involved in processing Joint Actions, tanks, and plans.
5. Reserve Applicability. This manual is applicable to the Marine Corps Total Force.
6. Certification. Reviewed and approved this date.

W. L. NYLAND
Assistant Commandant of the
Marine Corps

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JOINT ACTION PROCESSING

CHAPTER 1

CONCEPTS AND OVERVIEW

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JOINT ACTION PROCESSING

CHAPTER 1

CONCEPTS AND OVERVIEW

1000. SCOPE. This manual provides policy, procedural instructions, and general information to guide officers in meeting their responsibilities for completing Joint Actions. Because of their far-reaching implications and potential effect on national security, it is essential that Joint Actions be developed in a timely fashion and reflect the best possible military judgment. Joint Actions take precedence over unilateral staff actions.

1001. CHAIRMAN OF THE JOINT CHIEFS OF STAFF

1. The Chairman of the Joint Chiefs of Staff (CJCS or Chairman) is the senior ranking military officer and the principal military adviser to the President and the Secretary of Defense (SecDef). The CJCS convenes and presides over meetings of the JCS. The Operations Deputies (OpsDepts) and the Deputy Operations Deputies (DepOpsDepts) are designated representatives of the JCS at meetings of the joint councils. Regular scheduled and special meetings of each of the joint councils will be held to:

a. Address unresolved issues that are best resolved in joint council as opposed to bilateral discussion.

b. Review a proposed joint action of such significance that the issues should be addressed by a joint council.

c. Discuss matters of significance among themselves and with U. S. Government and foreign officials, including appropriate briefings and reports.

2. The Chairman is also responsible for establishing the agenda for meetings of the joint councils; however, day-to-day authority is delegated to the Director, Joint Staff, for JCS and OpsDepts meetings; and to the Vice Director, Joint Staff for DepOpsDepts meetings.

1002. JOINT CHIEFS OF STAFF. The JCS assist the Chairman in preparing recommendations to the President and the SecDef. The service chiefs are also designated military advisers and may respond to requests or voluntarily submit supplemental advice or opinions, through the Chairman, to the President or the SECDEF. The military service chiefs are often said to "wear two hats." As members of the JCS, they offer advice to the President and the SECDEF. As the chiefs of the military services, they are responsible to the secretaries of their military departments for management of the services. The duties of the service chiefs as members of the JCS take precedence over all their other duties. Members of the JCS are:

a. Chairman, Joint Chiefs of Staff.

b. Vice Chairman, Joint Chiefs of Staff.

c. Chief of Staff, U. S. Army.

- d. Chief of Naval Operations.
- e. Chief of Staff, U. S. Air Force.
- f. Commandant of the Marine Corps.

1003. JOINT STAFF. Under the authority, direction, and control of the CJCS is a Joint Staff that assists the Chairman and other members of the JCS in carrying out their responsibilities. The Joint Staff is headed by a Director, selected by CJCS after consultation with the JCS and approved by the SecDef. The Joint Staff is forbidden by law from operating as a general staff of the Armed Forces and has no executive authority. The Joint Staff is comprised of the offices of the Chairman, the Director, the Director of Management and eight functional directorates:

- a. Manpower and Personnel (J-1).
- b. Intelligence (J-2).
- c. Operations (J-3).
- d. Logistics (J-4).
- e. Strategic Plans and Policy (J-5).
- f. Command, Control, Communications, and Computer Systems (J-6).
- g. Operational Plans and Interoperability (J-7).
- h. Force Structure, Resources and Assessment (J-8).

1004. MARINE CORPS. The Marine Corps is required to designate several individuals that have specific responsibilities for joint matters. The Marine Corps fills these requirements as indicated below. The United States Marine Corps representatives to the JCS are the Commandant of the Marine Corps, the OpsDep, the DepOpsDep and the Marine Corps Service Planners.

1005. COMMANDANT OF THE MARINE CORPS. The Commandant of the Marine Corps is the primary Marine Corps representative to the JCS. By direction of the SECDEF, the duties of the chief of the military service as members of the JCS take precedence over all other duties. Therefore, USMC staff action and coordination on joint matters takes precedence over all other duties. Two subsidiary bodies of principal assistants for joint matters are the OpsDep and the DepOpsDep. If CMC is unavailable, ACMC will fill in his absence as "acting." For any other officer to attend, approval must be granted by CJCS.

1006. OPERATIONS DEPUTY. The Deputy Commandant for Plans, Policies, and Operations (DC, PP&O) serves as the OpsDep for the Commandant and is the principal assistant for joint matters. The OpsDep is responsible for the assignment, review, coordination, and supervision of all joint matters within the Marine Corps. As the principal advisor to the CMC, the OpsDep has the complete and unqualified approval to act in JCS matters.

1007. DEPUTY OPERATIONS DEPUTY. The Director, Strategy and Plans Division, Plans, Policies, and Operations serves as the DepOpsDep. The DepOpsDep provides the CMC and OpsDep with staff assistance on joint matters, and acts as the OpsDep in his absence. The Director of Operations, Plans, Policies, and Operations is the designated substitute for the DepOpsDep.

1008. MARINE CORPS SERVICE PLANNERS. Under the OpsDep and DepOpsDep are several designated colonels known as Marine Corps Service Planners. The Service Planners support the CMC, OpsDep, and DepOpsDep in discharging their statutory and assigned functions. Marine Corps Service Planners are assigned to the Joint Staff Branch, Strategy and Plans Division, with the sole authority, below the DepOpsDep to conduct final coordination on joint matters. They work closely with AOs and HQMC or MCCDC staff planners to establish the Marine Corps position on joint actions and then articulate that position to the Joint Staff. Marine Corps Service Planners are the "eyes and ears" concerning joint service activities for the Marine Corps. Marine Corps Service Planners are designated, by name, to provide service responses to the Joint Staff.

1009. JOINT ACTION CONTROL OFFICER. The Joint Action Control Officer (JACO), along with the Joint Staff Branch administrative staff, facilitates and tracks joint actions. The JACO has overall responsibility for joint action assignment, management, and administration of the joint action processing system within the Marine Corps. Once an action is assigned, the directorate tasked is responsible for the staffing of the action until it is completed, withdrawn, or transferred by the JACO. The JACO uses the Marine Corps Action Tracking System (MCATS) as the medium to electronically assign, track, and manage joint actions. The JACO is assigned to the Joint Staff Branch, Strategy and Plans Division, and works for the Marine Corps Service Planners. The JACO performs the following general functions:

- a. Serves as the primary administrative point of contact between HQMC and the Joint Staff.
- b. Receives all joint papers, determining the action required, assigning the action through MCATS to the appropriate HQMC, MCCDC division, branch, or other activity throughout the Marine Corps, and ensuring it is completed by the suspense date.
- c. Coordinates responses and registers Marine Corps positions with the appropriate Joint Staff point of contact once approved by a Marine Corps Service Planner.
- d. Coordinates with the Special Assistant for Joint Matters, Office of the Director Joint Staff, for all matters pertaining to meetings of the JCS, OpsDeps, and DepOpsDeps.
- e. Coordinates and distributes agendas for the JCS, OpsDeps, and DepOpsDeps meetings, and coordinates attendance at briefings and debriefings for such meetings.
- f. Identifies the branch head (for further tasking to the AO) responsible for preparing the material for the JCS, OpsDeps, and DepOpsDeps

Tank briefing books. Coordination will be done at the branch head level, unless the branch head prefers direct coordination with the AO.

g. Coordinates with the Deputy Director, Strategy and Plans Division, and the Plans administrative staff to ensure briefing books are completed correctly.

h. Coordinates with the Joint Staff Actions Division on the procedures used in processing joint actions.

i. Coordinates with the assigned Action Division for electronic advance read-aheads for CMC, OpsDep, and DepOpsDep.

1010. STAFF RESPONSIBILITIES. AOs and Marine Corps Service Planners advise CMC, through the OpsDep, on all matters of joint interest within their respective areas of responsibility. The review, comment, or coordination of joint actions will take precedence over all other duties and must represent the highest quality staff work. Quality, completeness, and timeliness are essential in promoting Marine Corps interests in the joint arena.

1011. HQMC AND MCCDC STAFF PLANNERS. Each division, branch, and activity throughout HQMC, MCCDC, and other activities as needed, will designate an individual to serve as a central point of contact for joint matters. For simplicity they are referred to as Staff Planners in this manual. Normally a colonel or civilian equivalent, they assist in developing the Marine Corps position on joint actions. They supervise AOs and convey recommended Marine Corps positions to a Marine Corps Service Planner, DepOpsDep, OpsDep, or CMC. HQMC Staff Planners are not authorized to provide final coordination for the Marine Corps. Additionally, Staff Planners are responsible for: monitoring joint actions assigned to their department, division, or command, and ensuring deadlines are met or an extension is coordinated with the appropriate Joint Staff AO. Advise the JACO if an extension is granted.

1012. MARINE CORPS ACTION OFFICER. An AO is a designated officer within a division or branch of HQMC, MCCDC or other activity who is responsible for preparing oral and written responses to joint actions. The AO works closely with the Marine Corps Service Planner and will coordinate with other service headquarters and USMC headquarters departments, divisions, or other activities as necessary in preparing Marine Corps responses to joint actions. Normally, the AO provides staffing continuity from the receipt of a joint action until the action is completed.

JOINT ACTION PROCESSING

CHAPTER 2

PROCESSING JOINT ACTIONS

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JOINT ACTION PROCESSING

CHAPTER 2

PROCESSING JOINT ACTIONS

2000. GENERAL. Joint actions are staff papers, which originate within the Joint Staff, combatant commanders or external agencies. They are circulated among the Joint Staff directorates, the services, and, when appropriate, defense agencies, and combatant commanders to develop a coordinated position which may be used by the CJCS in advising the President, and the SECDEF. Comments provided during joint action staffing are one method in which the CMC provides military advice to the President and the SECDEF.

2001. LEVELS OF COORDINATION. Early involvement of Marine Corps Service Planners, Staff Planners, JACO, and AOs is crucial in providing a timely and accurate response. Coordination normally takes place at two levels, preliminary and final coordination.

1. Preliminary Coordination. Preliminary coordination is normally accomplished at the AO level to gather information, clarify, and strengthen the issue. Preliminary coordination does not constitute a USMC position. After AO level input is incorporated, the Joint Staff is obligated to staff the action again for final coordination before forwarding it for final disposition. In a preliminary coordination level, critical comments are not considered to be a non-concur.

2. Final Coordination. Final coordination is normally accomplished by a Marine Corps Service Planner and provides formal concurrence or non-concurrence. A Marine Corps Service Planner's response during final coordination represents the view of the CMC. Substantive changes made to an action following final coordination must be coordinated again. Generally, any change necessary to accommodate a nonconcurring view will require re-staffing with other coordinating organizations. In final coordination, critical comments will render the package as a non-concur, unless the critical comments are accepted and incorporated.

2002. THE MARINE CORPS ACTION PROCESS. If the Marine Corps Service Planner can provide the requested coordination, he may do so immediately. If the Marine Corps Service Planner determines additional staffing or study is required, he forwards the action to the appropriate department, division, branch, or command. An AO, working with a Staff Planner, will take the necessary staff action to prepare the Marine Corps response for submission to the Marine Corps Service Planner for approval. The Marine Corps action process is depicted in figure 2-1.

2003. RECEIPT OF AN ACTION. The JACO will initially receive all joint actions. The action is reviewed, entered into the pending action list, and routed to the appropriate department, division, branch, or activity for action. Additionally, a copy is provided to the appropriate Marine Corps Service Planner. The JACO supports the entire process with communication, coordination, and administrative support.

2004. FORMULATING THE RESPONSE. The Staff Planner initially reviews the action to determine if the action is appropriately assigned to the correct branch. The Staff Planner provides a recommended Marine Corps position to the Marine Corps Service Planner for approval. If unable to immediately respond to the action, the Staff Planner assigns the action to an AO who develops a detailed Marine Corps response. The AO is responsible for thoroughly researching and logically presenting a recommended Marine Corps response to the Service Planner. The AO will:

1. Research the issue for existing policy, and other pertinent information.
2. Participate in meetings conducted by the Joint Staff AO as required.
3. Coordinate with other Service and Joint Staff AOs and seek other views on the issue.
4. Educate other Services and Joint Staff AOs on Marine Corps concerns and present the Marine Corps position.
5. Coordinate with other Marine Corps staff departments, divisions, branches, and activities, as necessary.
6. Seek guidance from Staff Planners, JACO, or Marine Corps Service Planners, as necessary.
7. Submit responses to preliminary coordination actions to the Joint Staff AO via the Marine Corps Service Planner. If an extension on due date is required, the AO will coordinate the extension with the Joint Staff AO. The JACO will be notified of approved extensions.
8. Submit recommended responses to final coordination actions to the Marine Corps Service Planner for approval. The Marine Corps Service Planner will provide final coordination responses to the Joint Staff AO.

2005. SUBMITTING THE RESPONSE. Responses to both preliminary and final coordination actions will be submitted through the JACO for Marine Corps Service Planner approval. Alternatively, the Marine Corps Service Planner may forward the position to the DepOpsDep/OpsDep recommending concurrence or non-concurrence if he feels the issue warrants general officer attention. The AO has a continuing responsibility to track the final Marine Corps position, the Joint Staff position, and the Chairman's decision, and maintain appropriate files on the subject. When required, the AO will also submit appropriate documents to the JACO for archiving.

2006. CONTINUOUS COMMUNICATIONS. The Marine Corps Service Planners, Staff Planners, and AOs must be in constant communication to exchange thoughts, new information, guidance, and other Services and Joint Staff positions.

2007. DOCUMENTS THAT SUPPORT ACTION PROCESSING. Several documents support and record the steps of action processing.

1. JS Action Processing Form-136. The JS Action Processing Form-136 is used by the Joint Staff to provide information, obtain a signature(s), or seek approval for a course of action. The JS Form-136 is the formal tasking form from the Joint Staff to the services. It is required for Service action to take place. The JS Form-136 includes classification, action number, suspense date, and executive summary (see example, Figure 2-2). The executive summary block includes:

a. Purpose. This section provides a brief statement of the purpose of the action.

b. Discussion. This section provides a brief explanation of the issue, including why more information or action is required.

c. Recommendation. A statement of action required by the reviewing official, usually to sign an implementing document or approve an action to be taken.

2. Joint Staff Transmittal Memorandum. Normally, the JS Form 136 is forwarded to the Services with a Transmittal Memorandum (see example, figure 2-3). The Transmittal Memorandum identifies whether preliminary or final coordination is requested and the date due to the Joint Staff.

3. Other Joint Action Directives. The senior leadership of the Joint Staff (CJCS, VCJCS, ACJCS, DJS, or VDJS) may initiate an action by letter or memorandum. These actions notify the addressee of an ongoing action or requests coordination, collaboration, or support.

4. Marine Corps Action Tracking System (MCATS)

a. The JACO uses MCATS to forward joint actions to the appropriate division, branch, or activity for action. AOs will include the following information in the comments block with their response:

(1) AO recommendation.

(2) Other service positions.

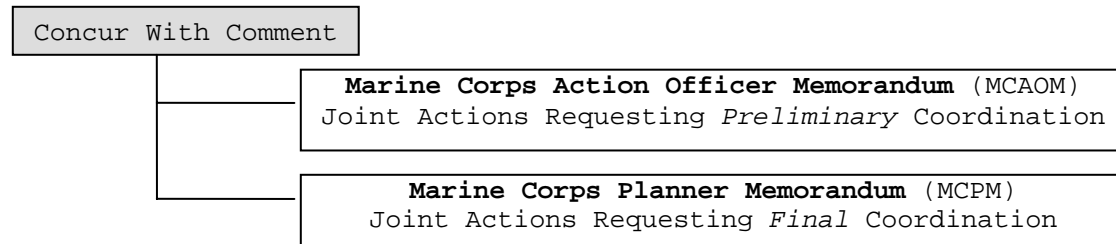
(3) USMC coordination.

b. "AO recommendation," is used by the AO to recommend a response. An action requesting final coordination requires a Marine Corps Service Planner's approval. Actions requesting preliminary coordination require an AO level response, but will be reviewed by a Marine Corps Service Planner prior to submission to the Joint Staff. The AO may recommend the following:

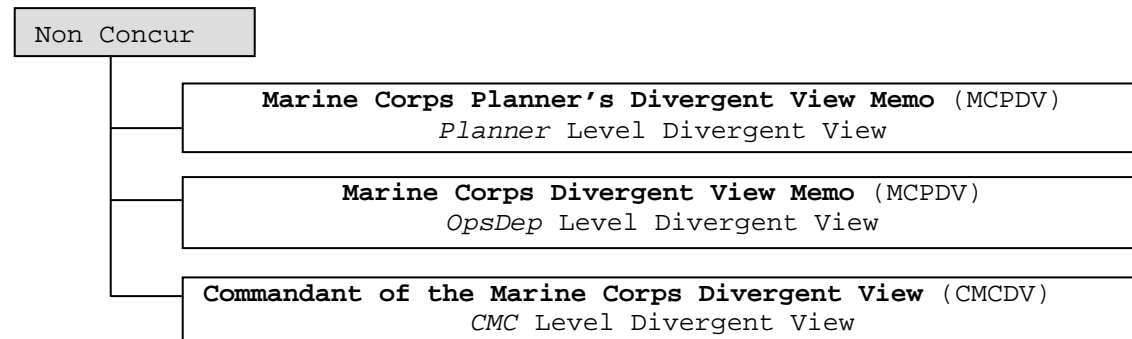
(1) Concur without comment, if the AO is in complete concurrence with the proposed action or it has no impact on the Marine Corps. Even though a proposed action may have no direct impact on the Marine Corps, a comment may be warranted.

(2) Concur with comment, if the AO is in basic concurrence with the action, but finds certain aspects inaccurate or otherwise unacceptable. Specific recommended changes are submitted with supporting rationale. A Marine Corps Planners Memorandum (MCPM) is required for joint actions

requesting final coordination or a Marine Corps Action Officer Memorandum (MCAOM) for joint actions requesting preliminary coordination. Comments will be categorized as discussed later in chapter 3.



(3) Non-concur, if the Marine Corps cannot accept the joint position, either in form or result. This response will require a Marine Corps Service Planner, OpsDep, or CMC approval. Before an AO non-concurs, the proposed action will be reviewed by the first general officer in the AOs chain of command. Once this has occurred, the AO will notify the Marine Corps Service Planner that a non-concur is warranted. A Divergent View Memorandum is required that clearly explains why the Marine Corps non-concurs on the joint action. This divergent view can be done at three levels: Marine Corps Planners Divergent View Memo (MCPDV), Marine Corps Divergent View Memo (MCDV), or Commandant of the Marine Corps Divergent View (CMCDV). The Marine Corps Service Planner will provide guidance on the memorandum to be used.



(4) Actions may also be tasked via the service secretary. An SD Form 106 may be included as a tab to the Joint Staff action indicating it was "dual tasked". The AO must ensure that the responses submitted to SECNAV and the Joint Staff are the same. The DMCS administrative officer assigns and tracks SECNAV assigned actions. A copy of the response submitted to SECNAV may be submitted in response to the joint action.

c. "Other service positions" is used to note other services' positions. Knowing other services' positions is often critical in finalizing the Marine Corps response.

d. "USMC coordination" is coordination completed within the Ma: 2007 Corps. An action must be coordinated with other Marine Corps staff ; ; that have an interest. The final response is on behalf of the Marine Corps, not just a single department, division, branch, or activity.

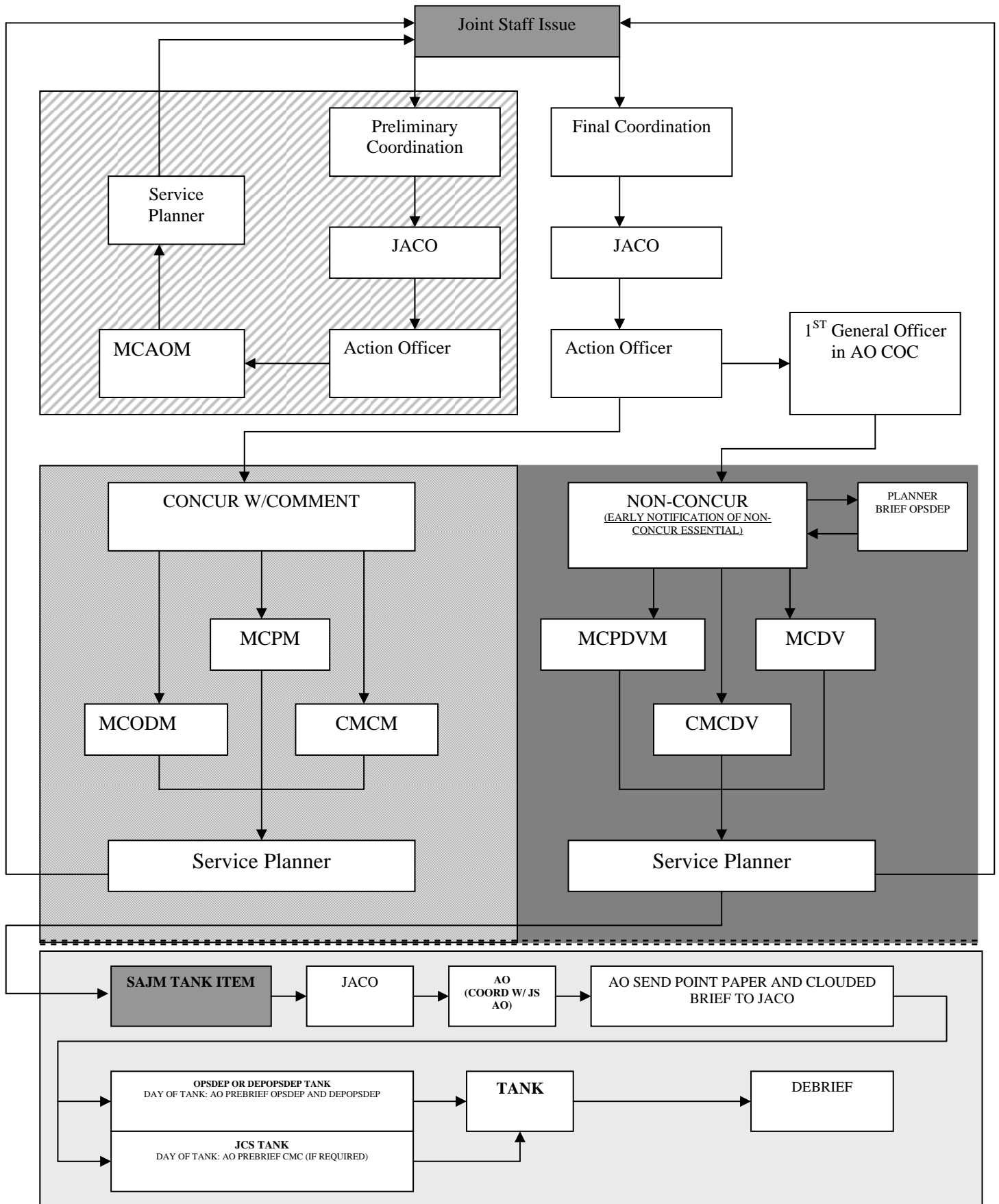
JOINT ACTION PROCESSING

e. Branch head approval is signified by the action being returned to the Joint Staff Branch via MCATS.

f. The Marine Corps Service Planner records the Marine Corps position and the memo number sent to the Joint Staff in MCATS upon completion of the action.

5. Marine Corps Joint Pending Actions List. The Marine Corps Joint Pending Actions List is tracked via the PLJ MCATS account and will be made available upon request in classified format only through the SIPRNET.

JOINT ACTION PROCESSING



JOINT ACTION PROCESSING

JOINT STAFF ACTION PROCESSING FORM					
CLASSIFICATION:		ACTION NUMBER			
TO: ACTION OFFICERS			THRU	ORIGINAL SUSPENSE	
SUBJECT: Anticipation Of Serious High Level Discussions Concerning The Evolving Situation In Korea					
EXECUTIVE SUMMARY					
<p>1. <u>Purpose.</u> In anticipation of serious high level discussions concerning the evolving situation in Korea since the change of government in the North, the Deputies Committee directed the Interagency Working Group to prepare a summary briefing paper for cabinet officers. This memorandum responds to that tasking.</p> <p>2. <u>Discussion.</u> A high visibility humanitarian crisis has been developing in North Korea for several years. Last year at this time things had begun to look up as a result of UN managed food and health programs and the decision by the US on September 17, 1999 to ease sanctions and allow the importation of most North Korean-origin goods, permit most personal and commercial funds, and begin normal sea and air transport between North Korea and the US. By the end of November, this new regime had been abandoned due to the DPRK's decision to ignore their obligations under the arrangement regarding missile testing and nuclear weapons production. Last March President Clinton sent General Powell and Senator Nunn as special emissaries to Pyongyang but weapons talks remained stalled. In June of this year, the US, Japan and the ROK suspended food shipments to North Korea pending the DPRK's cooperation on long stalled nuclear weapons talks. Starvation and unrest increased significantly during the next three months but there were few indications of impending political change.</p> <p>3. <u>Recommendations.</u> Given these considerations, the Interagency Working Group on North Korea would like the services positions on the possible actions - in order of priority -- to:</p> <ul style="list-style-type: none"> • retain the best possible US military posture in the Pacific theater, • preserve the US/Japan security arrangement, • neutralize the DPRK' 5 nuclear weapons potential, • minimize human suffering in North Korea, • preserve a democratic ROK, • facilitate unification of the Korean peninsula by appropriate means if it is consummated on acceptable terms, • improve relations with China and the rest of the region, and • support a constructive role for the UN as a way to strengthen that institutional capability for the future. <p>4. <u>Coordination:</u> Request a response by 12 Dec 1999 to Mr. N. D. Help, at J-7 phone number XXX-XXXX, fax XXX-XXXX; email XXXX@jspentagon.mil.</p>					
COORDINATION					
NAME	AGENCY	DATE	NAME	AGENCY	DATE
	USA			J1	
	USN			J2	
	USAF			J3	
	USMC			J4	
	EUCOM			J5	
	JFCOM			J6	
	TRANSCOM			J8	
AO/J/DIV/EXT					DATE PREPARED
CLASSIFICATION		CLASSIFICATION/DECLASSIFICATION INSTRUCTIONS			

Figure 2-2. Example of a Joint Staff Form-136.

JOINT ACTION PROCESSING

NATO UNCLASSIFIED THE JOINT STAFF WASHINGTON, D.C.			
		Action No: _____	
		Date: _____	
MEMORANDUM FOR:			
		<input type="checkbox"/> ACTION OFFICE	
		<input type="checkbox"/> PLANNER (SERVICES)/DIVISION CHIEFS (OTHERS)	
USA	_____	USAF	_____
USN	_____	USMC	_____
J-1	_____	J-2	_____
J-3	_____	J-4	_____
J-5	_____	J-6	_____
J-8	_____	EUCOM	_____
JFCOM	_____		_____
Subject: ALWAYS DONE IN CAPITAL LETTERS			
1. The attached JS Form 136 is forward for:			
<input type="checkbox"/> Preliminary Coordination			
<input type="checkbox"/> Final Coordination			
<input type="checkbox"/> Information			
2. Please reply by DD MMM YY to Mr. I. N. Help			
Captain, USN Chief, Joint Doctrine, Education And Training Division			
NATO UNCLASSIFIED			

Figure 2-3. Example of a Joint Staff Transmittal Memorandum.

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CHAPTER 3

PREPARING JOINT STAFF CORRESPONDENCE

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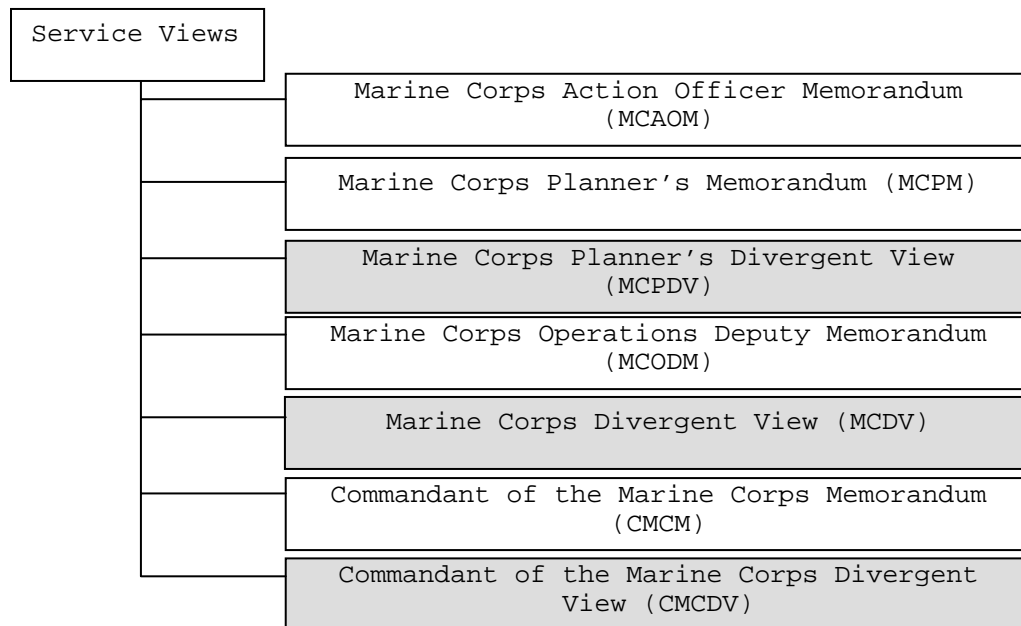
JOINT ACTION PROCESSING

CHAPTER 3

PREPARING JOINT STAFF CORRESPONDENCE

3000. GENERAL. This chapter provides guidance for preparing and submitting correspondence in response to joint actions or other related joint matters. Memorandums providing information, comments, or expressing concerns are submitted in a common format and may be signed by the AO, Service Planner, DepOpsDep, OpsDep or CMC as appropriate. Memorandums expressing dissenting views also share a common format and may be signed by a Service Planner, DepOpsDep, OpsDep or CMC as appropriate.

3001. PAPERS EXPRESSING SERVICE VIEWS. Responses to joint actions may be submitted in a variety of formats depending on what the issue is, the level of response requested, and whether the Marine Corps is in concurrence in the matter. It is critical that Marine Corps responses be timely and clearly understood by the recipient. If a specific format is requested it should be utilized if practicable. The formats described below should suffice for most situations.



1. Marine Corps Action Officer Memorandum (MCAOM). MCAOMs are prepared, signed and submitted by the responsible AO in response to a joint action requesting preliminary coordination. The MCAOM will be forwarded to the JACO for distribution. Although MCAOMs do not represent a formal Marine Corps position, a Marine Corps Service Planner will review them prior to submission to the Joint Staff. See figure 3-1, Marine Corps Action Officer Memorandum.

2. Marine Corps Planner's Memorandum (MCPM). MCPMs are prepared by the responsible AO and signed by the appropriate Marine Corps Service Planner in response to a joint action requesting final coordination. A MCPM represents the formal Marine Corps position on the issue. A MCPM will not be used to express a divergent view or non-concurrence. Once the Marine Corps Service

Planner has signed a MCPM, the JACO distributes it to the Joint Staff, other services and other agencies, as required. Additionally, the JACO provides a signed copy for the AOs file on the issue. See figure 3-2, Marine Corps Planner's Memorandum.

3. Marine Corps Operations Deputy Memorandum (MCODM). The MCODM may be used as the OpsDep deems appropriate. The most common use is to provide a formal Marine Corps response to a joint action that the OpsDep considers significant enough to warrant coordination at the general officer level or when the Joint Staff specifically requests a response at this level. Additionally, the MCODM may be used for official correspondence between the OpsDep and the Director, Joint Staff, the DepOpsDep, and the Vice Director, Joint Staff or their Service counterparts. The responsible AO will prepare the MCODM for the OpsDep or DepOpsDep signature, as directed by the Service Planner. Once signed, the JACO distributes the MCODM in the same manner as a MCPM. See figure 3-3, Marine Corps Operations Deputy Memorandum.

4. Marine Corps Planner's Divergent View (MCPDV). A MCPDV is used to convey a divergent view or non-concurrence in response to a joint action requesting final coordination. The responsible AO will prepare the MCPDV for the Service Planners signature. It will convey the Marine Corps' position clearly and will identify specifically what is objectionable and why and recommend changes when appropriate. When one or more of the other Services share the Marine Corps' view, a Joint Divergent View Memorandum may be used. The JACO distributes the signed MCPDV in the same manner as a MCPM. The Marine Corps Service Planner will notify the DepOpsDep or OpsDep of his/her action as appropriate. See figure 3-4, Marine Corps Planner's Divergent View.

5. Marine Corps Divergent View (MCDV). The MCDV may be used as the OpsDep deems appropriate. The most common use is to convey a divergent view or non-concurrence in response to a joint action requesting final coordination when the OpsDep considers the matter significant enough to warrant coordination at the general officer level or when the Joint Staff specifically requests a response at this level. The responsible AO prepares the MCDV for the OpsDep or DepOpsDep signature, as directed by the Service Planner. The JACO distributes the signed MCDV in the same manner as a MCPDV. It is imperative that the Marine Corps Service Planner be kept informed throughout the development of this response. See figure 3-5, Marine Corps Divergent View.

6. Commandant of the Marine Corps Memorandum (CMCM). The CMCM may be used as the CMC deems appropriate. It is normally submitted to the CJCS, the JCS, and when appropriate, the SECDEF, to express the CMC's views on an action or issue significant enough to merit a response by the CMC. Only the CMC, or ACMC in an "Acting" capacity may sign a CMCM. For example a CMCM may be used: either to request action by the Joint Chiefs of Staff, (normally on issues that have not been addressed separately) or as a form of official correspondence with other JCS members. More frequently, the CMCM may be used to convey the CMC's views to the SECDEF on issues that the JCS are not in complete concurrence. In accordance with reference (i), the CJCS must submit all dissenting views of service chiefs to the SECDEF for final disposition. The CMCM will be prepared by the responsible AO for the CMC's signature. The JACO will distribute the CMCM to the appropriate officials after signature. See figure 3-6, Commandant of the Marine Corps Memorandum.

7. Commandant of the Marine Corps Divergent View (CMCDV). The CMCDV may be used as the CMC deems appropriate. It is normally submitted to the JCS as a corporate body to convey a divergent view or non-concurrence on an action or issue, which is significant enough to merit a response by the CMC. Only the CMC, or ACMC in an "Acting" capacity may sign a CMCDV. The CMCDV will be prepared by the responsible AO for the CMC's signature. Submission of a CMCDV will usually result in the issue being addressed by the JCS; however, a specific request to address the issue should be clearly conveyed in the paper, if desired. See figure 3-7, Commandant of the Marine Corps Divergent View.

3002. FORMAT. All papers prepared for submission to the Joint Staff will be written in essentially the same format and shall be consistent with the guidelines established in reference(j). Comments will be written in either a narrative or change format and will be sequentially numbered beginning with Marine Corps-1. Recommended changes will be accompanied by clear justification for the change. A clear reason will be provided with comments of a general nature.

8. Types of Comments. Comments are used to express concerns with or recommend changes to joint actions. General and specific comments may be used to identify areas of concern with an action in general or for particular portions of the action. General and specific comments are written in a narrative format and are normally accompanied by a reason.

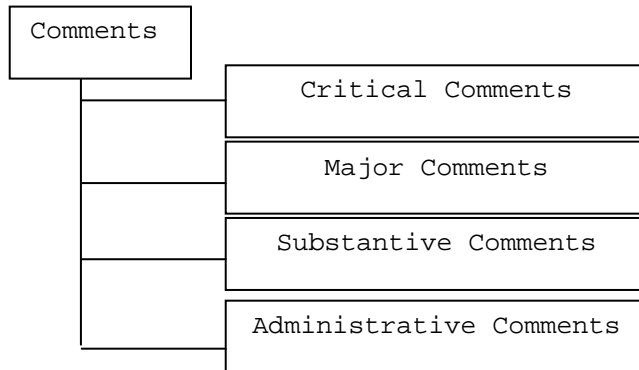
9. Category of Comments. Comments concerning the review of joint and multi-Service actions will be grouped in the following categories:

a. Critical Comments. Critical comments will cause non-concurrence with a joint action if the concern is not satisfactorily resolved prior to final coordination. Critical comments are comments that the Marine Corps insists must be changed or the Marine Corps will non-concur.

b. Major Comments. Major comments are significant concerns that may result in non-concurrence in the entire document. This category may be used with a general statement of concern with a subject area, thrust of the document, or other appropriate concern, followed by detailed comments on specific entries in the document that, taken together, constitute the concern.

c. Substantive Comments. Substantive comments are provided because sections of the document appear to be incorrect, incomplete, misleading, or confusing.

d. Administrative Comments. Administrative comments correct inconsistencies between different sections in the document, typographical errors, grammatical, and editorial errors.



3. Control Numbers. Papers submitted to the Joint Staff are assigned Marine Corps control numbers by the JACO for tracking purposes. AOs should obtain a control number (i.e. a Marine Corps Planner Memorandum number) for use in preparing a memorandum for signature.

4. Marking of Classified Documents. All classified documents will be conspicuously marked appropriately in accordance with current regulations.

JOINT ACTION PROCESSING

	Office Code MCAOM XXX-02 Date
MEMORANDUM FOR THE DIRECTOR, J-5, THE JOINT STAFF	
Subj: THE JOINT ACTION SUBJECT; J-5 00XXX-02	
1. The subject document has been reviewed and the following preliminary comments are provided:	
a. CRITICAL:	
(1) <u>Marine Corps-1</u> : Make a narrative or specific comment here that you feel must be adequately resolved prior to recommending concurrence by the service planner.	
(a) Reason: Clearly outline the reason and recommend an acceptable alternative if possible.	
b. MAJOR:	
(1) <u>Marine Corps-2</u> : Make a comment here that you feel should be resolved prior to recommending concurrence by the service planner.	
(a) Reason: Clearly outline the reason and recommend an acceptable alternative if possible.	
c. SUBSTANTIVE:	
(1) <u>Marine Corps-3</u> : Page XX, line X; Change to read "...The glass is half empty full...."	
(a) Reason: Clearly outline the reason and recommend an acceptable alternative if possible.	
2. HQMC point of contact is Major I. M. Detail, USMC, at (703) 614-4221.	
I. M. DETAIL Major, U. S. Marine Corps	

Figure 3-1. Marine Corps Action Officer Memorandum.

JOINT ACTION PROCESSING

	MCPM XXX-02 Office Code Date
MEMORANDUM FOR DIRECTOR, J-5, THE JOINT STAFF	
Subj: THE JOINT ACTION SUBJECT; J-5 00XXX-02	
1. The subject document has been reviewed and the following final coordination comments are provided:	
a. MAJOR:	
(1) <u>Marine Corps-1</u> : Make a narrative or specific comment here.	
(a) Reason: Clearly outline the reason and recommend an acceptable alternative if possible.	
b. SUBSTANTIVE:	
(1) <u>Marine Corps-2</u> : Make a comment here that you feel should be resolved prior to recommending concurrence by the service planner.	
(a) Reason: Clearly outline the reason and recommend an acceptable alternative if possible.	
d. ADMINISTRATIVE:	
(1) <u>Marine Corps-3</u> : Page XX, line X; Change to read "...The glass is half empty full...."	
(a) Reason: Clearly outline the reason and recommend an acceptable alternative if possible.	
2. HQMC point of contact is Major I. M. Detail, USMC, at (703) 614-4221.3. HQMC point of contact is Major I. M. Detail, USMC, at (703) 614-4221.	
I. M. PLANNER Colonel, U. S. Marine Corps Marine Corps Service Planner	

Figure 3-2. Marine Corps Planner Memorandum.

JOINT ACTION PROCESSING

	MCODM XXX-02 Office Code Date
MEMORANDUM FOR DIRECTOR, THE JOINT STAFF ARMY OPERATION DEPUTY (if required) NAVY OPERATIONS DEPUTY (if required) AIR FORCE OPERATIONS DEPUTY (if required)	
Subj: THE SUBJECT SHOULD BE CAPITALIZED AND INCLUDE THE JOINT ACTION NUMBER AND TITLE IF APPROPRIATE	
1. This memorandum should be addressed to the Director, Joint Staff or to the Director of the appropriate Joint Staff Directorate if responding to a joint action. It may also be addressed to the Operations Deputy's Service counterparts either collectively or individually, as the OpsDep deems appropriate. It is normally written in a narrative format that clearly states the OpsDep position and supporting rationale.	
2. This memorandum may be signed only by the OpsDep or DepOpsDep. If signed by the DepOpsDep it should be addressed to the Joint Staff or Service counterparts as appropriate. Continue in subsequent paragraphs as necessary to convey a clear, complete position or perhaps to suggest a recommended course of action to resolve the issue.	
4. My point of contact in this matter is Colonel Able Advisor, USMC, at (703) 614-4221.	
I. M. OPSDEP Lieutenant General, U. S. Marine Corps Marine Corps Operations Deputy to the Joint Chiefs of Staff or I. M. DEPOPSDEP Major General, U. S. Marine Corps Marine Corps Operations Deputy to the Joint Chiefs of Staff	

Figure 3-3. Marine Corps Operations Deputy Memorandum.

JOINT ACTION PROCESSING

	MCPDV XXX-02 Office Code Date
MEMORANDUM FOR DIRECTOR, J-5, THE JOINT STAFF	
Subj: THE JOINT ACTION SUBJECT; J-5 00XXX-02	
1. The subject document has been reviewed and the Marine Corps non-concurs for the following reasons:	
2. Make a narrative or specific comment here that clearly conveys the issues or portion of the action that the Marine Corps finds unacceptable. Explain the Marine Corps viewpoint with supporting rationale in a positive manner.	
3. Continue in subsequent paragraphs as necessary to fully explain the position.	
4. HQMC point of contact is Major I. M. Detail, USMC, at (703) 614-4221.	
I. M. PLANNER Colonel, U. S. Marine Corps Marine Corps Service Planner	

Figure 3-4. Marine Corps Planner Divergent View.

JOINT ACTION PROCESSING

MCDV XXX-02
Office Code
Date

MEMORANDUM FOR DIRECTOR, THE JOINT STAFF

ARMY OPERATION DEPUTY (if required)
NAVY OPERATIONS DEPUTY (if required)
AIR FORCE OPERATIONS DEPUTY (if required)

Subj: THE JOINT ACTION SUBJECT; J-5 00XXX-02

1. This memorandum should be addressed to the Director, Joint Staff or to the Director of the appropriate Joint Staff Directorate, as required. It may also be addressed to the Operations Deputy's Service counterparts either collectively or individually, as the OpsDep deems appropriate. It is normally written in a narrative format to convey the OpsDep nonoccurrence in a joint action. The OpsDep position must be clearly stated with supporting rationale, if required.
2. This memorandum may be signed only by the OpsDep or DepOpsDep. If signed by the DepOpsDep it should be addressed to his Joint Staff or Service counterparts, as appropriate.
3. Continue in subsequent paragraphs as necessary to convey a clear, complete position.
4. My point of contact in this matter is Colonel Able Advisor, USMC, at (703) 614-4221.

I. M. OPSDEP
Lieutenant General, U.S. Marine Corps
Marine Corps Operations Deputy to
the Joint Chiefs of Staff

or

I. M. DEPOPSDEP
Major General, U.S. Marine Corps
Marine Corps Operations Deputy to
the Joint Chiefs of Staff

Figure 3-5. Marine Corps Divergent View.

JOINT ACTION PROCESSING

CMCM XXX-02
Office Code
Date

MEMORANDUM FOR CHAIRMAN OF THE JOINT CHIEFS OF STAFF

Subj: THE SUBJECT SHOULD BE CAPITALIZED

1. This memorandum may be addressed to the Chairman of the Joint Chiefs of Staff, the Joint Chiefs of Staff, as a corporate body, and when appropriate, the Secretary of Defense, to express the Commandant's views on an action or issue significant enough to merit a response by the Commandant of the Marine Corps. Only the Commandant or the Assistant Commandant in an "Acting" capacity may sign it.
2. It is normally written in a narrative format that clearly states the Commandant's position on the issue and supporting rationale.
3. Continue in subsequent paragraphs as necessary to convey a clear, complete position or to suggest a recommended course of action to resolve the issue.
4. My point of contact in this matter is Colonel Able Advisor, USMC, at (703) 614-4221.

I. M. COMMANDANT
General, U.S. Marine Corps
Commandant of The Marine Corps

or

I. M. ASSISTANT COMMANDANT
General, U.S. Marine Corps
Assistant Commandant of The Marine Corps

Figure 3-6. Commandant of the Marine Corps Memorandum.

JOINT ACTION PROCESSING

CMCDV XXX-02
Office Code
Date

MEMORANDUM FOR CHAIRMAN OF THE JOINT CHIEFS OF STAFF
JOINT CHIEFS OF STAFF (if required)

Subj: THE SUBJECT SHOULD BE CAPITALIZED

1. This memorandum is normally addressed to the Joint Chiefs of Staff, as a corporate body, to express the Commandant's nonoccurrence in an action or issue significant enough to merit a response by the Commandant of the Marine Corps. Only the Commandant or the Assistant Commandant in an "Acting" capacity may sign it.
2. It is normally written in a narrative format that clearly states the Commandant's position on the issue and supporting rationale.
3. Continue in subsequent paragraphs as necessary to convey a clear, complete position or to suggest a recommended course of action to resolve the issue.
4. My point of contact in this matter is Colonel Able Advisor, USMC, at (703) 614-4221.

I. M. COMMANDANT
General, U.S. Marine Corps
Commandant of The Marine Corps

or

I. M. ASSISTANT COMMANDANT
General, U.S. Marine Corps
Assistant Commandant of The Marine Corps

Figure 3-7. Commandant of the Marine Corps Divergent View.

JOINT ACTION PROCESSING
CHAPTER 4
MEETINGS IN THE JCS CONFERENCE ROOM

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JOINT ACTION PROCESSING

CHAPTER 4

MEETINGS IN THE JCS CONFERENCE ROOM

4000. GENERAL. This chapter provides a brief overview of the JCS Tank meetings (DepOpsDeps, OpsDeps, and JCS) and the preparatory work required by several staff members in preparation for these tanks. It will explain how topics are addressed at JCS meetings, and the specific responsibilities of the JACO, Strategy and Plans Administrator, and the AO. Additional items discussed will be the DepOpsDeps, OpsDeps, and JCS meeting schedule, the publication and distribution of the JCS agenda, the preparation of briefing books, and briefing requirements.

4001. DEPOPSDEPS, OPSDEPS, AND JCS MEETINGS. Each week the DepOpsDeps, OpsDeps, and JCS meet to consider topics placed on their respective agendas. These meetings are commonly referred to as "Tank" meetings. Tank meetings are used to address issues that were not resolved during the staffing process, or for other information or decision briefings presented by the Joint Staff, Defense agencies, or members of the U.S. or foreign military commands. Though special meetings may be called, meetings are normally held in accordance with the following schedule:

	<u>Mon</u>	<u>Tues</u>	<u>Wed</u>	<u>Thurs</u>	<u>Fri</u>
<u>DepOpsDeps</u>		1400		1400	
<u>OpsDeps</u>	1000		1000		1000
<u>JCS</u>	1400		1430		1430
*SecDef/JCS meetings will be held as required					

4002. JCS AGENDA

1. The Special Assistant, Joint Matters (SAJM) in the Office of the Director, Joint Staff publishes a daily status report that forecasts topics to be considered at the DepOpsDeps, OpsDeps, and JCS meetings. From this listing, the JACO publishes and distributes the agenda for the next meeting (figure 4-1). The JACO will notify the appropriate branch head and/or AO of topics on the agenda. Upon notification, the branch head will identify the AO responsible for preparing the material for the Tank briefing book and the oral briefing. The agenda is published daily and updated as required. Changes occur frequently and, on many occasions, only minutes prior to a meeting. For this reason, division/branch chiefs and AOs should be prepared to respond to short notice changes.

2. The JACO acts as a facilitator and coordinator throughout the entire process and serves as the primary point of contact with the SAJM. The JACO coordinates with the schedulers for CMC, ACMC, OpsDeps, DepOpsDeps, and other offices to coordinate the Marine Corps attendee, pre-brief, and de-brief details for all meetings. The JACO ensures changes are expeditiously communicated to everyone involved and is available to assist, as required.

4003. OVERVIEW OF AGENDA TOPICS

1. Topics are reflected on the agenda published by the JACO and are normally one of the following:

a. Discussions. Discussions are topics where there is no formal briefing. They normally occur when there is a visiting dignitary meeting with the JCS.

b. Information Briefings. Information briefings are just that; a briefer presents information, which is discussed or noted by the members in the meeting. No decision is required.

c. Decision Briefing. Decision briefings are presented to obtain approval on an issue. They may occur because of dissenting views in the staffing process or when a corporate policy decision is required.

2. AO Responsibilities. AOs are required to comply with the administrative instructions in this manual. To ensure that the CMC, OpsDeps, and DepOpsDeps are fully prepared to consider and discuss topics appearing on the agenda, the Marine Corps AO is responsible for:

a. Contacting the Joint Staff. This initial contact is essential to obtain all available information that will assist in formulating a Marine Corps position and briefing the CMC, OpsDeps, and/or DepOpsDeps. For topics scheduled as information or decision briefings, immediate contact with the Joint Staff AO is critical. The AO should obtain all information available regarding the briefing. The briefing slides, even in draft form, provide ample information from which to formulate a Marine Corps position on the topic. The other service's positions on the topic are just as important and need to be recorded in the Tank paper (figure 4-2) are. These positions should be listed in a concise, bulletized format. This information is essential for effective participation by the CMC, OpsDeps, and DepOpsDeps in their respective meetings.

b. Preparing briefing materials. This normally includes a copy of the briefing slides (clouded, if necessary) and a Tank point paper with a USMC recommended position approved by appropriate general officer if stating USMC position or preferred course of action (figure 4-2). Additional background material may be included at the discretion/direction of the Service Planner.

(1) An initial version will be submitted to the JACO by 1430 on the Wednesday prior to the scheduled Tank for a read-ahead for the principal. Coordinate with the JACO on specific guidance if slides for the topic are unavailable or if the exact nature of the topic is unknown.

(2) Final versions of these materials are submitted to the JACO by 1400 the day prior to the Tank. The PP&O Strategy and Plans Division administrative section assembles all materials into consolidated briefing books and delivers them by 1500 to provide the general officer attending the tank an opportunity to read the material prior to the pre-brief.

(3) Occasionally, materials are unavailable to the AO and "read-aheads" cannot be produced. In this event the Service Planner and JACO will determine the course of action to be taken. It is important that the

inability of the AO to obtain information from the Joint Staff AO on the topic be brought to the attention of the Service Planner and JACO as soon as possible.

c. The oral pre-brief usually occurs on the day the topic is to be discussed and is coordinated by the JACO or Service Planner with the appropriate attendee's scheduler.

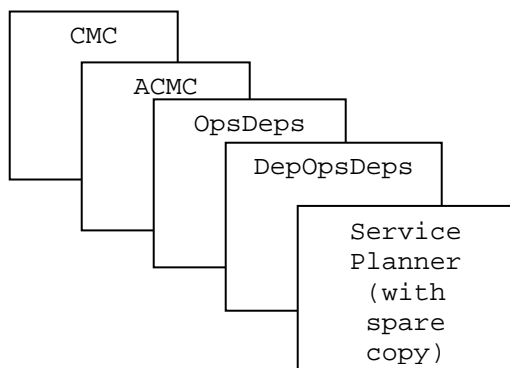
d. Attending the Tank at the DepOpsDeps and OpsDeps level unless the topic is presented in a closed Executive Session.

e. Attending the de-brief of the meeting at which the topic was discussed.

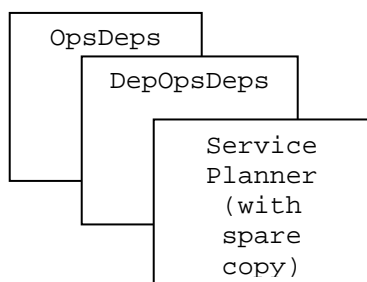
4004. BRIEFING BOOKS. Consolidated briefing books include information pertaining to each individual topic. Books are provided for each meeting with a scheduled topic and are used in the pre-brief to prepare the Marine Corps attendee and for reference during the meeting. An orderly collection of documents is prepared by the responsible AO as described in paragraph 4004.2b for inclusion in the consolidated briefing book.

1. Number of Briefing Books required:

a. JCS. Five briefing books are assembled, one each for CMC, ACMC, OpsDeps, DepOpsDeps, and the Service Planner.



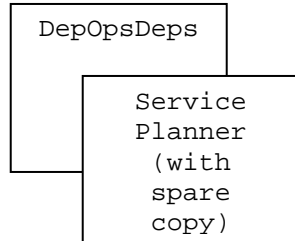
b. OpsDeps. Three briefing books are assembled, one each for OpsDeps, DepOpsDeps, and the Service Planner.



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c. DepOpsDeps. Two briefing books are assembled, one each for DepOpsDeps, and the Service Planner.



d. The Service Planner's book will contain an additional copy of everything in the book. This copy will be available for distribution as required.

e. Top Secret or code word information will be limited to the general officer attending the tank and the Service Planner's books. The remaining books will contain all other pertinent information up to the Secret level that is associated with the specific tank.

f. The appropriate classification cover will be inserted in the front and back cover of all books. This classification will reflect the highest level of classification for the material in the book.

2. Last minute substitution of attendee(s) is frequently required; therefore, the required briefing books are built and delivered regardless of which general officer is scheduled to attend the meeting. Additional books may be built as required/directed by the Service Planner.

3. Briefing materials incorrectly assembled or requiring substantial modification will be returned to the AO for correction. In this event, the responsible AO must ensure the corrections or modifications are made, and that the briefing materials are expeditiously returned to the Deputy Director, Strategy and Plans Division. Only the Deputy Director or Service Planner will approve delaying these requirements until morning. It is essential that the AO is available to answer questions or clarify issues when the topic is reviewed for content and administrative accuracy. AOs will not secure until the Deputy Director or Service Planner has approved their briefing materials.

4. If circumstances preclude the timely submission of briefing materials, it is imperative that the AO notify the Deputy Director, Service Planner, and/or the JACO as soon as the delay becomes apparent. The AO should then be prepared to give an oral briefing to the Deputy Director and/or Service Planner on the substance of the topic, as known.

5. It is important that briefing books conform to prescribed standards. Each paper should be in its appropriate place for the convenience of the reader. Materials are assembled in the order the topics appear on the meeting agenda. Each topic will have a numbered tab containing a concise position paper followed by the briefing slides, if available, for the topic. The first page of the point paper will be on the left hand side of the book stapled to the back of the numbered tab, all additional pages to the point

paper will be placed on the right side of the binder and followed by the briefing slides. An alphabetical tab "A", "B", and so on will identify each additional supporting document. This arrangement of numbered tab and alphabetical tab will be duplicated for each additional topic in the briefing book.

6. Clouding of slides is a tool used to highlight USMC concerns, explain terms, or highlight inequities for the Marine Corps. Power Point provides multiple designs in clouding through the use of call out boxes. It is preferred that the cloud be yellow with black text and be concise in content. Clouding is not a requirement if the AO feels there is nothing that needs amplification.

7. Requirements on Tank Point Papers

- a. Appropriate classification on topic in header and footer.
- b. Courier New 12 pitch.
- c. Tank name, day, and date included, (i.e. OPSDEPS Agenda, Tuesday, 9 November 1999).
- d. Purpose is for the appropriate tank (not pre-briefing a General Officer).
- e. Other service positions are required entries.
- f. Recommended USMC position approved by appropriate general officer if stating USMC position or preferred COA.
- g. Include name, rank, division/branch and phone number of AO.

8. Requirements on Briefing Slides

- a. All slides will be numbered.
- b. Back-up slide dividers will say, "Back-Ups" (do not use a black slide for this.)
- c. Cloud as required.

4005. PRE-BRIEFING AND DE-BRIEFING AGENDA TOPICS. An essential element in preparing the CMC, OpsDeps, and DepOpsDeps for scheduled meetings is the pre-brief by the responsible AO. The JACO or Service Planner schedules the pre-brief and attendance by the responsible AO is mandatory. Other attendees with major interest in a particular topic are invited to attend on a case-by-case basis.

1. The Pre-Brief. While the briefing materials prepared by the AO provide a valuable ready-reference, the oral pre-brief is essential in conveying the proposed Marine Corps position to the CMC, OpsDeps, or DepOpsDeps. This briefing allows discussion of views and circumstances, which cannot always be adequately explained, in a briefing book. The CMC, OpsDeps, and DepOpsDeps rely upon the information presented to assist in formulating their position.

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If the briefer or subject attendee is a civilian, not normally in the tank, include a biography. It is imperative that each briefing be concise as time may be limited. The responsible AO must remember that the CMC, OpsDeps, and DepOpsDeps must be as knowledgeable as the AO to effectively address the Marine Corps position/concerns at a scheduled meeting.

2. Brief Preparations

a. The briefer must be prepared for one or all of the following possibilities:

(1) The CMC, OpsDeps, or DepOpsDeps may not be familiar with the issue.

(2) Time constraints may preclude the briefer from providing an in-depth brief. This will require the AO to get to the heart of the issue quickly or to only field questions.

(3) The introduction of new documents related to the topic moments before the briefing may necessitate a quick analysis and could change the brief by the AO.

(4) During the brief, discussion may lead to a change in emphasis or position. If this occurs, the AO should begin an immediate reconstruction or modification of briefing materials upon conclusion to accommodate required changes.

b. Preparing the Marine Corps principals (CMC, OpsDeps, and DepOpsDeps) for attendance in JCS meetings requires that AOs observe a special process. Regardless of how well the attendees know the Tank issues, the following tips enhance the standards.

(1) Establish and maintain close contact with the lead JS AO for this action, determine the construct of the Tank presentation, and obtain a copy of the presentation. Ensure you are well versed in the subject. The Joint Staff must provide Services with copies of the presentation no later than 2 days prior to the Tank, unless the Director or Vice Director of the Joint Staff has waived this requirement. Well-networked AOs often can obtain "bootleg" copies well before the 2-day deadline.

(2) Early in the process, establish and maintain close contact with the Marine Corps Planners and JACO for guidance and coordination.

(3) Prepare a Point Paper. Preferred length is one page, with a maximum of two pages. While preparing the Point Paper, keep in mind that pre-brief times may be reduced abruptly or eliminated altogether. Therefore, the Point Paper must be capable of providing the Tank attendee with the key information needed for the Tank session--without the benefit of a full, or even a partial pre-brief.

(4) Include Tank presentation slides and any other appropriate backup material. Cloud as required to explain USMC position or explain unfamiliar terms.

(5) Take charge. As an AO, you are the subject matter expert, and you are expected to lead the pre-brief and guide the principal. Do not ask the principal for guidance on how to proceed. Take control of the principal's attention and lead. You are responsible to ensure the principal understands the issues as well as the Marine Corps' position. In addition, you are responsible for giving the entire pre-brief, thus you should refrain from bringing functional area experts to the pre-brief unless absolutely necessary.

(6) Non-participating observers are not permitted in any of the pre-brief sessions. If you anticipate the need for backup briefers, they are welcome to wait outside the principal's office. Organize your presentation to flow logically and efficiently, and to avoid repetitive shifting between the point paper and other sections of the agenda packet. As you navigate from section to section, or slide to slide, guide the principal with verbal cues. Finally, keep the principal focused at the proper level by avoiding Action Officer-level issues.

(7) Anticipate that a Marine Corps Service Planner or a general officer may introduce your presentation. Then present the "bottom line up front." This means your initial comments will encapsulate the pre-brief in a few sentences so the principal will know where you are going with the pre-brief and why.

(8) Obtain the principal's attention and state the type of Tank briefing expected, as well as its purpose/expected outcome (i.e., information briefing to update the OpsDepts--followed by closed discussions; or decision briefing--all Services expected to concur and positions are not contentious; etc.). Include whether the topic has been addressed in a previous Tank and who represented the Marine Corps (JACO can provide you this information).

(9) Briefly state in a sentence or two the key issue and what is at stake for the Marine Corps. If multiple key issues exist, state the one issue you believe to be most important, and explain that it is one of a number of complex issues that you will address later in the pre-brief. Avoid confusing the principal at this point with issues that require background information.

(10) Provide a concise summary of the Marine Corps' position, or recommended position (Recommend concur, or non-concur, or accept briefing for information, etc.).

(11) State the main point, if any, that you recommend the senior leadership should convey in the Tank. Avoid addressing all the recommendations at this time. If you perceive that addressing the main point during your introduction will create confusion, then inform the principal that you will address recommended statements/points at the end of the pre-brief.

(12) After completing the "bottom line," conduct a "spin-up" if you believe the principal needs background information to understand the issues and the Tank presentation. Then verbally direct the principal away from the point paper and walk through the slides designated for presentation in the Tank.

(13) If time permits: Quickly address each slide--providing a sentence or two of summary per each slide. Provide more detail and emphasis on the "clouded" slides that impact Marine Corps equities.

(14) If time is short or the Tank slide packet is lengthy, focus on the "clouded" slides. The principal most likely will flip through the unclouded slides. You should provide brief commentary during the transition between "clouded" slides.

(15) Return to the point paper at the end of the slides, refer the principal to the page number and paragraph of the point paper, and comment on the positions of Services, CINCs, Marine Corps components, departments/agencies, and CJCS or Joint Staff.

(16) State the Marine Corps' position. Include rationale for the position and address conflicts with positions of other participants, combatant commander, etc. Walk through the talking points you want the principal to make in the Tank. If you desire the principal to comment about a specific slide during the Tank presentation, then include your recommended comments in the principal's agenda packet on a facing page opposite the respective slide.

(17) Throughout the pre-brief, know all the acronyms--their definitions and substance.

(18) Your typed synopsis must cover the main points without attributing specific comments to any Tank attendee. Regardless of whether you attended the Tank session, you will be required to attend the de-brief.

(19) Do not expand your presentations beyond the key points the attendees need. In reality, the principals are most impressed with pre-briefs that are well rehearsed, concise, focused at the principal's level, and to the point. The most successful briefers are those who prepare and follow a script, and know their subject well enough to answer the attendee's questions. The Planners highly recommend you prepare, rehearse, and follow a script. You should complete a well-rehearsed Tank pre-brief within 7 to 12 minutes--including questions. Alert the Marine Service Planner if you anticipate exceeding that time standard.

3. Tank. The Tank is a sensitive compartmented information facility and therefore, cell phones, beepers, PDAs, and brief cases are not permitted within the tank. If AOs are invited to attend a tank, seating will be assigned. The the AO does not normally participate in the breifing unless specifically asked for comments. Tank discussions, the comments of principals, and your synopsis are sensitive, privileged information. You may not share this information with anyone except the Marine Corps Service Planners and JACO. The JACO will provide a de-brief form (fig. 4-3) to the AO to record pertinent information. You may share the outcome/decisions of the tank with personnel who have the need to know, so long as this information does not relate specific discussions or comments attributable to the Tank attendees.

4. De-briefs. De-briefs are normally held on the same day and may be scheduled or "on call". Attendees normally include those individuals who attended the pre-brief. The Deputy Director, Strategy and Plans Division,

Service Planner, or JACO will notify the responsible AO of the time and location of a scheduled de-brief, or notify de-brief attendees when the de-brief is "called". Attendance at de-briefs by the responsible AO is mandatory unless notified otherwise by the Deputy Director, or Service Planner. If you attended the Tank session, then during the de-brief you should anticipate the principal asking you to compare notes and observations.

4006. RETURN OF BRIEFING BOOKS. Unless retained by the attendee for future reference, all briefing books will be returned to the PP&O Strategy and Plans Division administrative section for disposition once the de-brief is complete. AOs should retain at least one copy of the briefing materials for future reference as long as the issue is dynamic, or if it was an extremely contentious topic.

JOINT ACTION PROCESSING

For Official Use Only

U.S. Marine Corps, Joint Action Control Office

JOINT CHIEFS OF STAFF MEETING AGENDA

for
Friday, 10 Nov 04

(AM)

OpsDeps
1000

EXECUTIVE SESSION

(PM)

JCS
1430

CANCELLED

Meeting Attendees

Army:	LtGen Ellis
Marine Corps:	LtGen Huly
Navy:	VADM Keating
Air Force:	LtGen Fogelesong

As of 11/01/2001 15:47:36

Figure 4-1. Joint Chiefs Of Staff Meeting Agenda.

JOINT ACTION PROCESSING

POINT PAPER

Subj: THE SUBJECT SHOULD BE CAPITALIZED ENTIRELY

(JCS/OPSDEPS/DEPOPSDEPS) Agenda, Day, Date

Purpose of the Tank: The reason the Tank is on the JCS Agenda, for decision or information, and the events that led to the Tank.

Background Information: The information that the CMC, OpsDeps or DepOpsDeps need to be familiar with the issue. State who or what initiated the action and if the action has been previously addressed. If previously addressed, indicate the date(s) and outcome. Include other background material as necessary.

Marine Corps Concerns: Explain how the issue affects the Marine Corps and any concerns the CMC, OpsDeps or DepOpsDeps should have during the subject Tank. Indicate what affect the action will have on the Marine Corps (e.g., "Marine Corps will have to program for on-site inspection of any installations")

Other Service Positions: Identify other Service positions and the rationale for their positions. Indicate whether the other Services support the Joint Staff position. If they do not, include a statement that outlines their concerns. If their position is unknown, so state. Note any particular concerns of the other Services especially if other Service senior leadership is/are personally involved.

Army -
Navy -
USAF -

Marine Corps Position: Provide a clear and concise recommended Marine Corps position to include supporting rationale. It is critical that the proposed position and supporting rationale be able to withstand the close scrutiny of the other members of the Joint Chiefs of Staff and their respective OpsDeps, DepOpsDeps and staffs.

Approved by: Appropriate general officer. (Only required if the Tank is decisional or seeking official service position)

Prepared By: Name, Rank, Division/Branch 614-4221.

Figure 4-2. Marine Corps Tank Point Paper.

CLASSIFICATION _____

TANK DE-BRIEF

JCS/OPSDEPS/DEPOPSDEPS, Date _____

(1) Subj: _____

(2) USMC Principal: _____

(3) Outstanding Marine Corps Concerns:

(4) Other Service Positions:

(U) Army -

(U) Navy -

(U) USAF -

(5) Way Ahead

Prepared By: _____, Phone _____

CLASSIFICATION _____

4-14

JOINT ACTION PROCESSING

CHAPTER 5

PROCEDURES FOR REVIEW OF COMBATANT COMMANDER'S PLANS

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JOINT ACTION PROCESSING

CHAPTER 5

PROCEDURES FOR REVIEW OF COMBATANT COMMANDER'S PLANS

5000. GENERAL. The DC PP&O is responsible for reviewing the operation plans (OPLANS) and operation plans in concept format (CONPLANS) of the combatant commanders on behalf of the CMC. Plan reviews are conducted in accordance with chapter 3, volume I, of the Joint Operations Planning and Execution System (JOPES).

1. Requirement for OPLANS. The Joint Strategic Capabilities Plan (JSCP) identifies operational planning tasks requiring preparation of either OPLANS or CONPLANS. The combatant commanders prepare OPLANS or CONPLANS in accordance with the JSCP and submit them to the CJCS for coordinated review.

2. Operation Plans. An OPLAN is a plan for the conduct of military operations that may be converted into an operation order with minimum alterations. An OPLAN must include all Time-Phased Force Deployment Data (TPFDD) necessary for other headquarters and agencies to complete required force and deployment planning. Upon receipt of an OPLAN from a combatant commander, The Secretary, Joint Staff, (SJS) distributes OPLANS and CONPLANS, as required. The Joint Staff directorate assigned primary staff responsibility for the plan coordinates a review with other Joint Staff directorates, the services, and Defense agencies. Upon receipt of the tasking, the Joint Staff AO will issue an Action Directive soliciting points of contact and requesting review of the plan. Service comments are normally required within 30 days from the date of tasking. After considering the comments submitted by the Services and other agencies, the Joint Staff AO prepares a JS Form-136 for approval in the name of the CJCS within 60 days of the date of tasking. The JS Form-136 will then be forwarded to the services for final coordination.

3. Concept Plans. A CONPLAN is an abbreviated operation plan that requires additional development during execution planning. The objective of a CONPLAN is to develop sound operational and support concepts which may be readily expanded into an operation plan or operation order, should the need arise. CONPLANS do not normally require a TPFDD or detailed annexes and appendices. CONPLAN reviews are conducted in the same manner as an OPLAN review. Upon receipt and consideration of Service comments, the cognizant Joint Staff directorate will prepare a JS Form-136 for approval in the name of the JCS within 60 days of the date of tasking. The JS Form-136 will then be forwarded to the services for final coordination.

4. Changes to Operation and Concept Plans. The Joint Staff directorate having primary responsibility will review changes to OPLANS and CONPLANS to determine whether any significant aspect of the plan, such as assumptions, force requirements, or supporting requirements, has been modified. If so, the change will be referred to the services and appropriate agencies for review and comment, in the same manner as the full operation plan. However, this review is limited to those portions of the plan affected by the change.

5001. REVIEW PROCEDURES

1. Initial Action. Taskings from the SJS requesting review and comment on operation or concept plans are routed by JACO to Plans division for action. Upon receipt of the directive, the cognizant AO will screen the plan to determine which Headquarters departments and divisions have an interest in the plan. The plan will then be staffed for review and comment to those departments and divisions. Assisted by the submitted comments, the AO will conduct a thorough review of the plan to determine if the plan is adequate (satisfies the JSCP tasking) and feasible (with apportioned resources) with respect to the Marine Corps, or what changes should be recommended.

2. Detailed Review. In the conduct of the review, the following questions should be of primary concern:

a. Does the plan respond to JSCP tasking?

b. Is the plan adequate and feasible for accomplishing the mission assigned?

(1) The review for adequacy determines whether the scope and concept of the planned operations are sufficient to accomplish the assigned task.

(2) The review for feasibility determines whether the assigned task could be accomplished by implementing the plan and if the forces, transportation, and logistic resources required of departments and agencies other than DoD can be provided.

c. Is the concept consistent with Joint and Marine Corps doctrine?

d. Are command relationships in accordance with approved doctrine?

e. Does the plan provide the necessary TPFDD, including Time-Phased Force Deployment List (TPFDL) and Time-Phased Transportation Requirement List (TPTRL)?

f. The TPFDD is not required for concept plans. The TPFDD for OPLANS will be distributed in card or tape media from which hard copy printouts can be prepared. It may also be printed in the operation plan. The TPFDD should be reviewed by the AO in conjunction with the plan narrative.

5002. SUBSEQUENT ACTION. Upon completion of the detailed review, the AO will prepare a Memorandum of Acceptability (MOA) (figure 5-1) to the SJS either stating that the plan is acceptable to the Marine Corps or recommending changes to the plan in the formats prescribed in chapter 3, paragraphs 3002.1 through 3002.3. Sufficient justification must accompany any recommended changes. The cognizant Marine Corps Planner signs the MOA.

1. Recommended changes will be execution-critical or substantive in nature and Marine Corps acceptability of the plan will be subject to inclusion of these changes. Execution-critical changes, if concurred in by the other services, will be forwarded to the appropriate combatant commander and must be incorporated into the plan immediately. Substantive changes, if concurred in by the other Services, will be forwarded to the appropriate combatant commander and must be incorporated into the plan within 30 days of receipt.

Administrative (non-substantive) changes, designated as such, may be recommended. If concurred in by the other Services and reviewing agencies, the cognizant Joint Staff directorate will forward the administrative changes informally to the combatant commander for consideration. Changes not affecting the intent of the plan to accomplish assigned tasks should be avoided.

2. In addition to preparing the MOA, the AO prepares a buck tag comments (figure 5-2) which:

- a. Explains the nature and purpose of the plan.
- b. Indicates, using reference tabs if appropriate, that Marine forces are involved or states no Marine forces are involved.
- c. Refers, as appropriate, to Marine Corps comments and recommendations in the MOA.
- d. Lists other Headquarters departments and divisions that the plan was coordinated with during review.

5003. FINAL ACTION

1. The MOA will be attached to the buck slip comments and forwarded for review and signature by the cognizant Marine Corps Service Planner.
2. Following signature, distribution of the MOA, and buck slip comments will be as follows:
 - a. The original signed MOA will be forwarded to the SJS, for circulation to the Services and appropriate agencies.
 - b. The AO will retain a copy of the approved MOA for use in reviewing the vote, when published and circulated for Service concurrence.

JOINT ACTION PROCESSING

DEPARTMENT OF THE NAVY Headquarters United States Marine Corps Washington, D.C. 20380		Code Date
CLASSIFICATION		
MEMORANDUM FOR SECRETARY, JOINT CHIEFS OF STAFF		
Subj: CHANGE NO. 5 TO COMBATANT COMMANDER OPLAN 0000 ()		
Ref: (a) JCS 1234/567-8 (b) JOPES, Vol I, Chap 3		
1. The subject (change/plan/annex, etc) referred to the Services by reference (a), has been reviewed in accordance with the provisions of reference (b).		
2. The (change/plan/annex, etc.) is considered acceptable to the Marine Corps subject to inclusion of the following changes. This submission will be line numbered if changes are lengthy or numerous in order to facilitate reading and comprehension.		
a. Marine Corps - 1: Page 23, paragraph 4, line 5: Change to read as follow: "...do not concur..."		
(1) Reason: Clarify.		
		/s/ Planner Name Grade Marine Corps Service Planner
Classified by: _____ Declassify on: _____		
CLASSIFICATION		

Figure 5-1. Memorandum of Acceptability.

JOINT ACTION PROCESSING

CLASSIFICATION	
	Code Date
1. (U) Change No. 5 to Combatant Commander OPLAN 0000, provides the specific plan for Onslow Beach and will be executed by JTF-39 when directed by COMLANTFLT on instructions from the Joint Chiefs of Staff. Mission of the operations will be to ensure orderliness of the urban areas and establish liaison with the indigenous personnel for athletic contests.	
2. (U) The operation will be conducted by the amphibious forces and will include seizure of adequate beach areas for recreation/athletic purposes. The Amphibious Task Force will include a MEU as the Landing Force.	
3. (U) This change is considered acceptable to the Marine Corps.	
4. (U) <u>COORDINATION</u> . Codes PO and A.	
<div>/s/ Planner Name Grade Title</div>	
BUCKTAG COMMENT ON: S&C C1369, COMBATANT COMMANDER OPLAN 0000 (Onslow Beach)	
CLASSIFICATION	
(IF TOP SECRET: Page__of__pages) (Copy__of__copies)	

Figure 5-2. Buck Slip Comment.